Introduction to Business Analysis and Requirements Gathering

Agenda

Role of the Business Analyst (BA)

- BA Definition and Role
- BA Competencies and Responsibilities
- BA Challenges

The BA and the Development Lifecycles

- The Software Development Lifecycle
- Requirements Analysis
- Design and Development
- Quality Assurance and Testing
- Implementation and Deployment
- Maintenance and Support

Business Analysis, A Growing Profession

- International Institute of Business Analysis (IIBA)
- Business Analysis Body of Knowledge (BABOK)

Questions?

Role of the Business Analyst (BA)
Definition and Role

Business analysis is the set of tasks, knowledge and techniques required to identify business needs and determine solutions to business problems

- No "standard" definition, just now emerging as a recognized occupation
- Some organizations restrict business analysis to the process of requirements elicitation and analysis
- Some organizations broaden to include financial analysis and quality assurance, testing and documentation
- BAs can play multiple project team roles

Role of the Business Analyst (BA)
Competencies and Responsibilities

According to the Business Analysis Body of Knowledge, a business analyst is any person who performs business analysis activities, no matter what their job title or organizational role may be; additionally:

- A liaison among stakeholders in order to understand the structure, policies, and operations of an organization ("translator")
- Understanding how organizations function and defining the capabilities
- Understanding the current state of an organization or serving as a basis for the later identification of business needs
- Responsible for eliciting the actual needs of stakeholders, not simply their expressed desires
- Facilitate communication by playing a central role in aligning needs of business units with capabilities delivered by IT

Role of the Business Analyst (BA)
Competencies and Responsibilities

Business Analysts are responsible for identifying the business needs of their clients and stakeholders to help determine solutions to business problems.

- Responsible for requirements development and management
- Helps develop, analyze, and document business documents and requirements
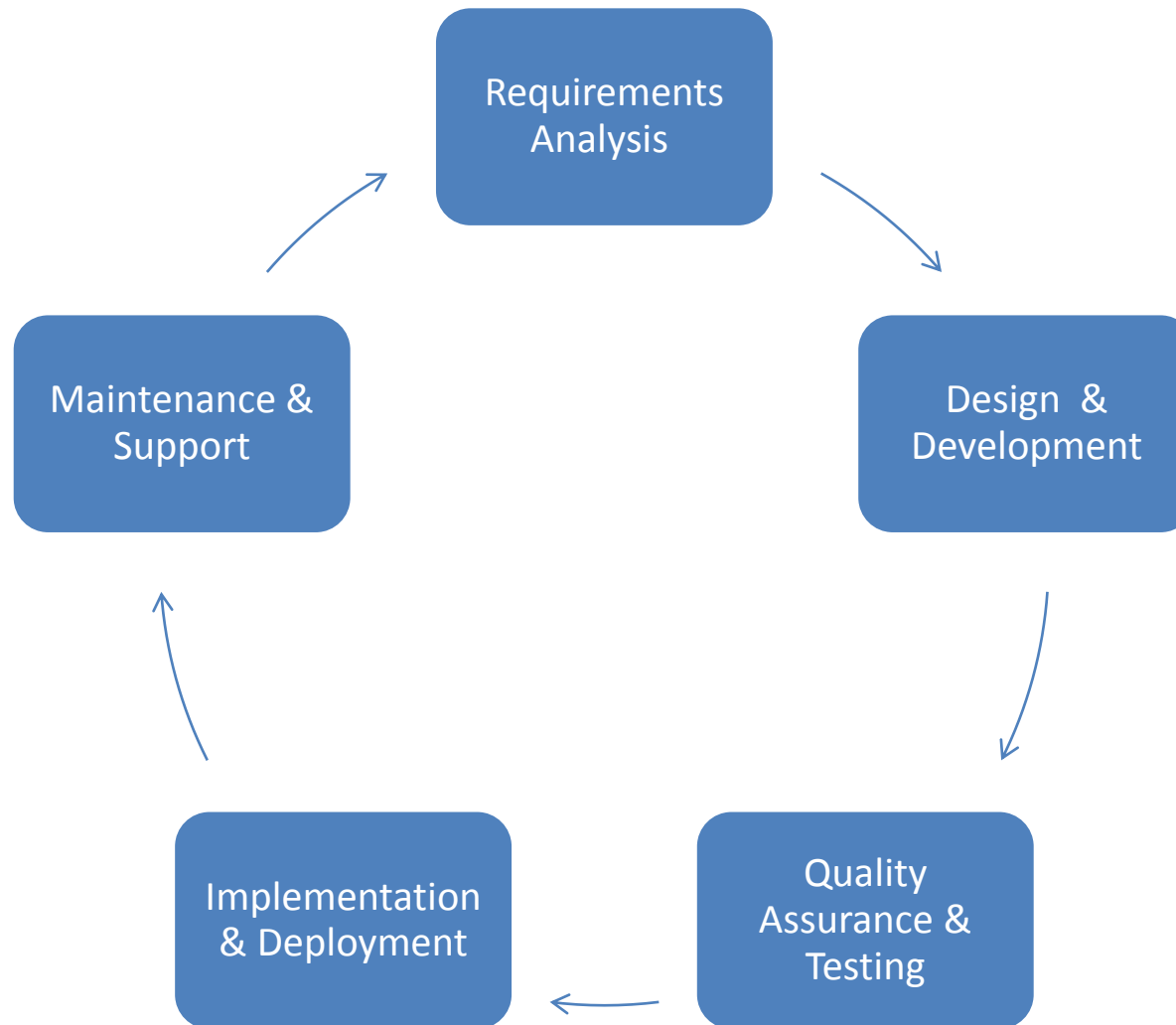- Facilitates the exchange of information and ideas between clients, stakeholders, and delivery team

Role of the Business Analyst (BA)

BA Challenges

- A lack of understanding of what the BA role actually is in the organization
- Poor or no standards on documentation required
- Coming to solutions before adequate requirements definition is complete
- Lack of time and commitment

The BA and Development Lifecycle
The Software Development Lifecycle

Requirements Analysis → Design & Development → Quality Assurance & Testing → Implementation & Deployment → Maintenance & Support → Requirements Analysis
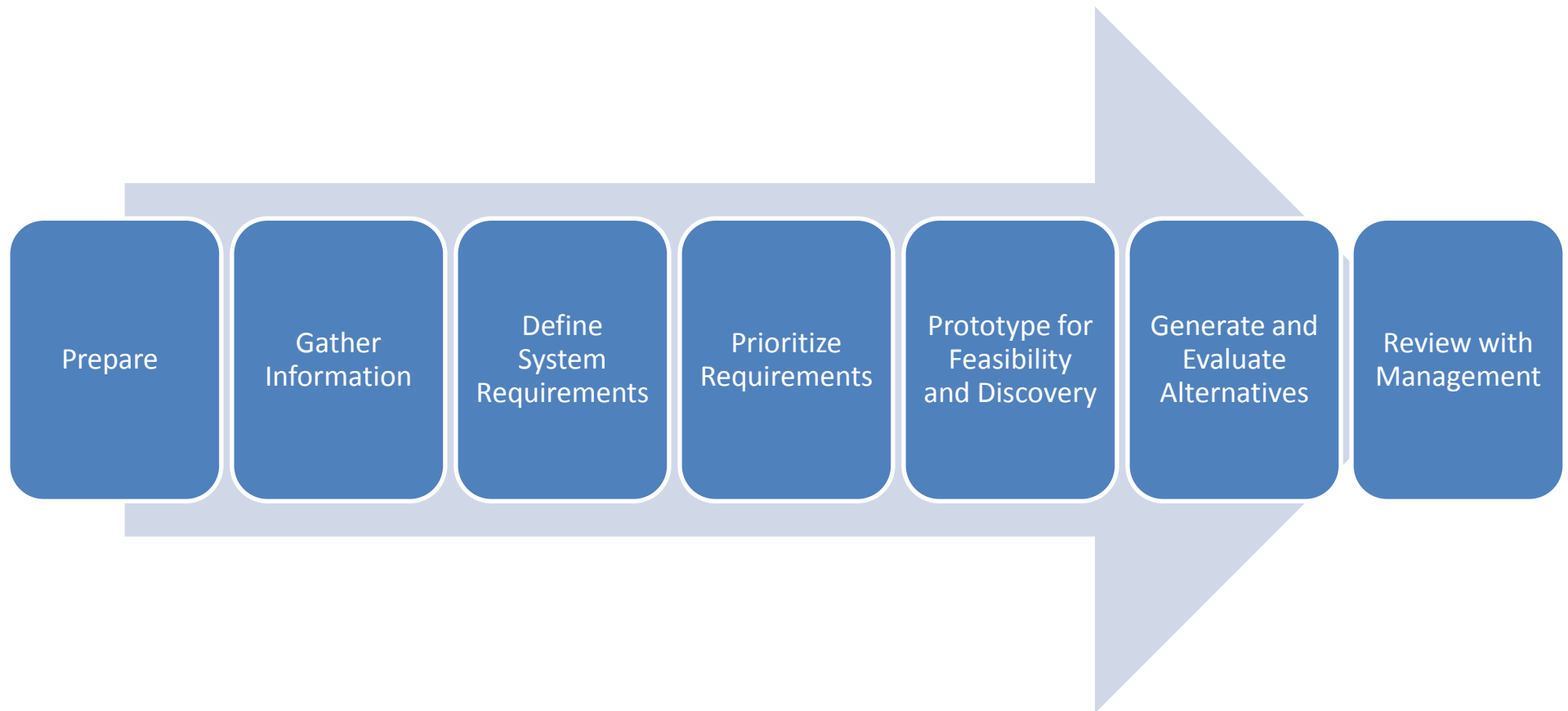
2011 Montana Government IT Conference

The BA and Development Lifecycle
Requirements Analysis

Description

- The ultimate goal of this phase is to gather requirements for new business solutions

BA Roles

- Plan and coordinate requirements elicitation activities
- Facilitate and collaborate in eliciting and documenting business requirements
- Define requirements at a high level and further refine them during design and build phase

Products

- Business Requirements Document
- Stakeholder analysis
- Requirements traceability matrix
- Functional and technical specifications
- Use Cases and Scenarios

The BA and Development Lifecycle
Requirements Analysis

This methodology is a simple approach to gathering and documenting requirements

| Prepare | Gather Information | Define System Requirements | Prioritize Requirements | Prototype for Feasibility and Discovery | Generate and Evaluate Alternatives | Review with Management |

The BA and Development Lifecycle
Requirements Analysis

Types of Requirements

- Business Requirements
- System Requirements
- Functional Requirements
- Technical Requirements
- Non-functional Requirements
  - Performance Requirements
  - Usability Requirements
  - Reliability Requirements
  - Security Requirements

The BA and Development Lifecycle
Design and Development

Description

- During the design and development phase, the designs for architecture, software components, interfaces and data are created, documented and verified to satisfy customer requirements.
- Development of application or product modules occurs.

BA Roles

- Assist in requirements clarifications and changes
- Facilitate communications between PM, business stakeholders, and development/build team
- Facilitate and manage changes to existing requirements baseline

Products

- Various status reports
- System build and documentation
- Developer guidelines
- Technical QA planning; including test plan, cases, and scenarios
- Scope change request

The BA and Development Lifecycle
Quality Assurance and Testing

Description	BA Roles	Products
• During the test phase, the software artifacts and test data are migrated from the development environment to the test environment. • All test cases are run to verify the correctness and completeness of the software. • Successful testing confirms a robust and complete migration capability	• Verification and validation of test cases and scenarios • Assistance in communications and problem solving • Escalating troubles and issues • Assist in user sign-off	• Test plans, test cases, and scenarios • Expected results defect tracking documents • Customer testing sign-off and approval • Unit testing • System testing • Integration testing • Load and performance testing • User Acceptance Testing (UAT)

The BA and Development Lifecycle
Implementation and Deployment

Description

- During implementation and deployment, the software artifacts and initial production data are loaded in the production environment.
- After customer personnel have verified the production data load is correct and satisfactory, the customer formally accepts the delivery of the software product.

BA Roles

- Verification and validation of test cases and scenarios
- Assistance in communications and problem solving
- Escalating troubles and issues
- Assist in user sign-off

Products

- User Guides, Procedures and Training
- Migration documents
- System or product user documentation

The BA and Development Lifecycle
Maintenance and Support

Description

- During the maintenance and support phase, tasks to operate and maintain information systems in a production environment occur.
- Resolution of problems identified in the Integration and Test phases occur.

BA Roles

- Communicate issues to technical and business teams and obtain information as needed
- Review requirements to confirm if application is working as designed
- Verify or clarify requirements when a production issue is logged
- Update requirements documentation for an approved change request

Products

- Updated business requirements documents
- Change Request(s)
- Issues / Defects Reports

Need More Information?

Business Analysis, a Growing Profession
International Institute of Business Analysis (IIBA)

The IIBA was founded in 2003 to advance the professionalism of the business analysis occupation by:

- Creating and developing awareness and recognition of the value and contribution of the BA
- Defining the Business Analysis Body of Knowledge (BABOK)
- Providing a forum for knowledge sharing and contribution to the BA profession
- Publicly recognizing and certifying qualified practitioners through an internationally acknowledged certification program

Business Analysis, a Growing Profession
Business Analysis Body of Knowledge (BABOK)

The BABOK is the collection of knowledge within the profession of Business Analysis and reflects current generally accepted practices

- Maintained by the IIBA (International Institute of Business Analysis); an independent non-profit association serving the growing field of Business Analysis
- Describes Business Analysis areas of knowledge, their activities, and the tasks and skills necessary to be effective in their execution
- A reference for professional knowledge for Business Analysis, and provides the basis for the Certified Business Analysis Professional (CBAP) Certification

BABOK
Knowledge Areas

Business Analysis Planning and Monitoring	Elicitation	Requirements Management & Communication	Enterprise Analysis	Requirements Analysis	Solution Assessment & Validation	Underlying Competencies
Plan Business Analysis Approach	Prepare for Elicitation	Manage Solution Scope & Requirements	Define Business Need	Prioritize Requirements	Assess Proposed Solution	Analytical Thinking and Problem Solving
Conduct Stakeholder Analysis	Conduct Elicitation Activity	Manage Requirements Traceability	Assess Capability Gaps	Organize Requirements	Allocate Requirements	Behavioral Characteristics
Plan Business Analysis Activities	Document Elicitation Results	Maintain Requirements for Re-use	Determine Solution Approach	Specify and Model Requirements	Assess Organizational Readiness	Business Knowledge
Plan Business Analysis Communication	Confirm Elicitation Results	Prepare Requirements Package	Define Solution Scope	Define Assumptions and Constraints	Define Transition Requirements	Communication Skills
Plan Requirements Management Process		Communicate Requirements	Define Business Case	Verify Requirements	Validate Solution	Interaction Skills
Manage Business Analysis Performance				Validate Requirements	Evaluate Solution Performance	Software Applications

Why BA's Rock!

- We help achieve over-all organization objectives!

- We are the liaison between business and technical teams!

- We assist clients by helping determine what they need to achieve their goals!

- We are often the Subject Matter Experts on projects!

Questions?

Thank you!

Amy Grubbs

Texas NIC

agrubbs@egov.com